



CPS WINS CONTRACT TO PROVIDE HR CONSULTING SERVICE FOR NATIONAL INSTITUTE OF ALLERGY AND INFECTIOUS DISEASES

Five-Year Contract to Support Homeland Defense Efforts

The National Institute of Allergy and Infectious Diseases (NIAID), the second largest Institute under the National Institutes of Health (NIH), has selected CPS Human Resource Services to assess and provide the human resources needed to support its unprecedented expansion. "We're very excited to contribute HR management consulting services to NIAID and to the homeland security, bio-defense efforts of our Nation," says Gib Johnson, Senior Manager for CPS. Under this five-year contract, CPS will use strategic workforce planning and organizational effectiveness strategies to meet the growing organizational needs of NIAID.

"The NIAID is delighted to be able to avail ourselves of the high quality consultative and advisory assistance provided by CPS to achieve a strategic workforce planning process and organizational effectiveness so necessary to manage the radical change and unprecedented growth within NIAID as a result of President Bush's strategy to defend the U.S. Homeland," said Lynn C. Hellinger, Associate Director for Management and Operations, NIAID.

NIAID's function under the NIH is to conduct and support research to better understand, treat, and ultimately prevent infectious, immunologic, and allergic diseases that endanger the lives of millions of people nationally and globally. In addition to the Institute's ongoing research for global health, recent

concerns for national homeland security and bio-defense require NIAID's budget and staff to grow significantly over the next five years to meet the demands.

CPS is assisting in identifying the human capital needs and organizational requirements critical in supporting the Institute's mission. From the outset of the NIAID contract, CPS personnel have been on-site, providing specialized consulting services for day-to-day activities.

CPS is conducting analyses of workforce and future organizational requirements with a focus on identifying organizational structures, core staff competencies, position management, succession planning, and designing a human capital strategy for optimal resource acquisition.

Within a very short period of time, CPS has developed a thorough understanding of the organization, its mission, and the future direction of NIAID's expanding research and development programs. CPS' governmental expertise perfectly positions it to respond to the Institute's organizational development and human resources management needs and provides a solid framework to address the human capital needs of the Institute.

For more information about our NIAID contract, please contact Gib Johnson at 202.329.8789 or gib@cps.ca.gov.

LAVIGNA ADDRESSES "TALENT MANAGEMENT IN GOVERNMENT" AT INTERNATIONAL CONFERENCE

In July, CPS Client Services Manager Bob Lavigna traveled to Singapore to speak at a conference sponsored by the International Quality and Productivity Center (IQPC). The conference focused on ways to transform public sector organizations by attracting, developing, and retaining talented workers.

Lavigna, who directs the CPS Regional Office in Madison, Wisconsin, was invited to speak because of his expertise in workforce planning, process re-engineering, and benchmarking. He presented

two sessions—"Best Practices in Talent Management for Government" and "Benchmarking, A Systematic Approach to Improving Talent Management."

The event drew government officials from countries around the globe including Japan, Malaysia, Indonesia, Australia, and Canada. Other topics discussed at the conference included creating learning cultures, recruiting and selecting talent, developing succession planning systems, becoming an employer of choice, and developing leaders.

If you would like more information on Lavigna's presentation, or to arrange for him to speak to your organization, call him directly at 877.645.6823 or email rlavigna@cps.ca.gov.





PAM STEWART
CPS Executive Director

A MESSAGE FROM THE EXECUTIVE DIRECTORS

Enhancing Excellence in Human Resources

In the world of human resources, we all know that sometimes it takes a fair amount of creativity to achieve success. As a way to honor that creativity and those individuals who succeed, International Personnel Management Association (IPMA), has partnered with CPS to establish a nationwide grant program to encourage innovation in public sector human resources. The \$25,000 grant will be offered one to two times each year to local or state governmental agencies in the United States.

The purpose of the grant program is to enhance excellence in human resources through recognition of contributions to public service that foster quality, fairness, equity, and solutions to organizational needs. Organizations selected for the CPS-IPMA grant will use the funds to establish a unique or innovative HR-related program within their agency.

Requirements for grant consideration, as well as application information, can be found on our website at www.cps.ca.gov. Applications for 2002 have been submitted and are currently

under review. We will announce the 2002 Grant recipients in the next issue of HR Practitioner. Applications for 2003 are due by September 1, 2003.

We look forward to hearing your creative ideas on how to enhance excellence in human resources.



ED COLE
CPS Executive Director

CPS HUMAN RESOURCE SERVICES PROMOTES TWO KEY EXECUTIVES

Ed Cole has been named Co-Executive Director and shares responsibility for the organization's business development and growth strategies as well as internal oversight of financial and staffing structures.

Jerry Greenwell has been named Deputy Executive Director. In his new role, he is charged with assisting the Executive Directors with business development and organizational growth as well as overseeing the operations and management support services which include the information services division and financial systems operations.

This strong leadership foundation ensures that our valued clients will continue to receive the best HR services available.



Jerry Greenwell

CPS ADDS VIDEO CONFERENCING

Video Conferencing is now available at CPS. Long-distance meetings and interviews can now be conveniently conducted face to face by using this new technology without incurring the high costs of travel.

CPS clients are already successfully using our new video conferencing technology. For example, Randy Lee, Human Resource Manager Sacramento County Airport System reports, "The Sacramento County Airport System benefited greatly from having the video conferencing capabilities offered by CPS. Through this new technology, we were able to smoothly conduct the hiring interview process for the positions of Deputy Director Operations and Maintenance and Deputy Director Finance and Administration. We were so encouraged by our initial results that we plan to use this same capability for our next set of executive interviews as well."

For more information, please contact Matt Hicks at 916.263.3600 x 3007.

CPS PRESENTS EMPLOYMENT LAW AND WORKPLACE ISSUES SEMINARS

On November 19 and 20, CPS will be offering four half-day sessions addressing: Discrimination Prevention & Diversity, Sexual Harassment & Retaliation Prevention, Preventing Violence in the Workplace, and Family & Medical Leave Act/Accommodating Disabilities. Seminars will be held in Sacramento, California. Workshops are \$65 per session or \$50 for two or more sessions. To sign up, please contact Teresa Howard at 916.263.3614 x 3062 or via email at teresa@cps.ca.gov.

WISCONSIN ONLINE TESTING

The State of Wisconsin Department of Regulation and Licensing (DRL) recently selected CPS to administer certification exams for five positions including Certified Public Accountant, Engineer, Geologist, Landscape Architect, and Land Surveyor.

The Wisconsin DRL desired a completely automated system, replacing the manual system previously used, that could provide electronic interfaces between a provider (CPS), the candidates, and the DRL. To meet their needs, CPS designed and provided a complete registration, on-line credit card payment, and applicant tracking system.

The CPS applicant tracking system has the added features of candidate scheduling and notification, seat assignment, an automated accounting system, and the electronic transfer of exam results, among others.

Eighty percent of the Wisconsin candidates are now using the system by registering online and paying the registration fee with a credit card. This secured system provides immediate confirmation to the candidate and immediate fee confirmation to CPS. DRL can confirm the candidate's status seconds after he or she has registered.

CPS will also be providing full test administration services in three locations throughout Wisconsin for the five certifications.

Because of its modular form, the system can be duplicated and combined to produce a customized applicant tracking system for your exam or agency. For more information, contact Gib Johnson or Brian Gegan at 916.263.3600.

TERI BLACK-BRANN JOINS SHANNON EXECUTIVE SEARCH DIVISION

CPS recently welcomed Teri Black-Brann as the newest member of the Shannon Executive Search team. Teri brings extensive experience in executive search and public sector management. Based in Southern California, she will perform executive searches for CPS clients.



For the past two years, Teri Black-Brann placed candidates in a wide variety of positions including city manager, assistant and deputy city manager, police chief, public works director, and director of information technology, among others.

Teri enjoyed a successful 14-year career in local and federal government, serving in a number of management positions where she oversaw policing/crime prevention, communications, human resources, and strategic planning. She also served as Chief of Staff for the Office of Community Oriented Policing Services (COPS)/U.S. Department of Justice in the Clinton Administration.

Teri can be reached at 310.377.2612 or by email at tblackbrann@cps.ca.gov.

INNOVATIONS IN TESTING

As innovators in the testing industry, CPS has begun a research program to develop and validate biographical data (biodata) measures that are relevant to client HR needs. Biodata measures capture information about employees' past experiences and behaviors. Research has shown that the situations individuals choose to be a part of and how they behave provide an excellent indication of how they will perform in future similar situations. Biodata measures generally assess "softer skills" such as conscientiousness and adaptability and, therefore, are most effective when used in combination with general ability tests.

The first biodata measure the CPS team is creating examines the construct of social intelligence. The test examines both the employee's ability to assess how others are behaving or reacting to situational factors in social situations and the employee's ability to respond to these situations in an effective manner and adjust his or her own behavior when required.

If you are interested in learning more about how your organization might benefit from using this type of measure or are interested in participating in validation studies, please contact Dr. Lisa Kobe at 916.263.3600 x 3113.

CPS EXAMINES ALASKA PAY EQUITY

With the recent passing of legislation, the State of Alaska contacted CPS regarding a study to examine whether its classification structure was biased for different gender and racial groups.

CPS trained classification experts from both Alaska and California to evaluate a sample of job classifications and assign ratings linked to relevant job-factors, such as job knowledge, scope and effect of work, and job complexity. CPS consultants then created an online data collection tool to allow expedited, simultaneous data collection from both sets of experts. Using three different statistical analyses to evaluate the collected data, CPS provided the State of Alaska with a sound analysis of its classifications structure.

If you would like more information about CPS' classification studies, please contact Dr. Lisa Kobe at 916.263.3600 x 3113.

GROUNDKEEPER OCCUPATIONAL ANALYSES

In keeping with our commitment to provide quality occupational assessment instruments, CPS is currently updating its Entry Level and Journey Level Groundskeeper occupational analyses. CPS is relying upon our clients to help provide us with the applicable job information and Subject Matter Experts.

These multi-jurisdictional occupational analyses will be conducted in three phases. In the first phase, CPS is soliciting Groundskeeper occupational analysis reports,

job descriptions, and classification specifications from our user agencies. CPS Consultants will then compile all the information sent to us into a formal Groundskeeper Occupational Analysis Questionnaire. During Phase Two of this project, Subject Matter Experts will complete the Groundskeeper Occupational

These multi-jurisdictional occupational analyses will be conducted in three phases.

Analysis Questionnaires, evaluating the importance of the Groundskeeper tasks and KSAs (knowledge, skills, and abilities). The third phase of the occupational analysis project will involve linking the critical job tasks to the critical KSAs and developing the Groundskeeper examination plans.

To participate in Phase One, please send us a copy of your Groundskeeper occupational analysis reports, job descriptions, and/or classification specifications. Your agency's participation ensures that the resulting examinations are not only highly content valid but also valid for your agency. If you wish to participate in Phases Two and/or Three, please contact Vince MacManus at 916.263.3600 x 3086, or e-mail him at vince@cps.ca.gov.

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Human Resource Services
FOR PUBLIC AGENCIES



CPS CONDUCTS STUDIES FOR CITY OF ATLANTA

As part of a \$400,000 contract, CPS recently completed comprehensive process reviews for the city of Atlanta Department of Personnel and Human Resources. The process reviews focused on eight key HR areas including policy, training and development, career and succession planning, performance management, classification and compensation, payroll, safety, and employee separation. CPS was able to make many sound recommendations that would allow the city to save significant time and money.

CPS process review studies consist of an in-depth examination of current systems and in-place processes followed by extensive research of best practices for the particular systems, including surveys and questionnaires of current users. CPS then takes that information and integrates client needs with cost-saving measures to make sound recommendations on process changes.

If you would like more information on the CPS/Atlanta project, or to learn more about CPS' workforce planning and process review services, contact Bob Lavigna toll-free at 877.645.6823 or email rlavigna@cps.ca.gov.

FULL SERVICE. FULLY CAPABLE.

From HR consulting services to providing customized employment tests, CPS is the leader in providing solutions for your human resource and testing needs. We specialize in providing human resource services exclusively for public agencies. Here is a list of services we can provide your agency:

HUMAN RESOURCE CONSULTING SERVICES

ASSESSMENT CENTERS
CLASSIFICATION AND PAY STUDIES
DISPUTE MEDIATION
EXECUTIVE SEARCHES
FACT FINDING/INVESTIGATIONS
GROUP FACILITATION
HUMAN RESOURCE TRAINING
JOB ANALYSIS
MENTORING/CAREER DEVELOPMENT
ORGANIZATIONAL DEVELOPMENT
PARTNERING AND CONFLICT RESOLUTION
PAY SURVEYS

PERFORMANCE MANAGEMENT
POLICIES AND PROCEDURES DEVELOPMENT
RENT-A-PERSONNEL PROFESSIONAL
RECRUITMENT
STRATEGIC COMPENSATION SYSTEM DESIGN
STRATEGIC PLANNING
SUCCESSION PLANNING/ LEADERSHIP
TEST ADMINISTRATION
TEST DEVELOPMENT AND VALIDATION
TEST RENTAL AND SCORING
WORK PROCESS REDESIGN

TESTING MADE EASY!

Don't forget! CPS now offers online testing. For more information, visit our website at www.cps.ca.gov/testrental/onlinetesting or call 916.263.3600 and ask to speak with Dr. Howard Fortson.